

Star Island Corporation
Chief Executive Officer's Report
January 16, 2012

Mission: To own and maintain Star Island and such other property as the Corporation may hold or acquire, as a center for religious, and educational, kindred purposes consistent with the principles of the Unitarian Universalist Association and the United Church of Christ.

1. Finance: SIC will be a fiscally sound organization with a sustainable business model consistent with the Corporation's values and mission.

- Working with the Finance Director on analyzing the final numbers for the 2011 budget; maintained needed cash flow through January 2012; and paid off the line of credit completely by December 31st, 2011 even though the Annual Fund did not quite meet its goal for 2011.
- Supporting the Finance Director in the initial stages of the audit of 2011 financial reports and systems; completed personal audit of 2011 ledger and bank statements; participated in pre-audit meeting with auditors.
- Supported the senior staff and Finance Director in the implementation of the 2012 budget, including the development of detailed unit expense and personnel budgets for monitoring purposes.
- Continued working with the Development Director, the Board President, and other members of the Campaign Cabinet on the Capital Campaign to close out 2011; the final total achieved far exceeded the goal!
- Continued discussion of updates/changes to the ISSCo contract for 2012 (the initial agreement was for 5 years, commencing in 2010); each fall/winter the contract is reviewed for possible amendments.
- In July Angela Matthews, Justina Maji, Annaliese Reutemann, and Kate Brady were appointed to The Technology Task Group by the CEO. Their charge was to have a recommendation for a new database and related software by the March 2012 board meeting. This team prepared the RFQ and the RFP (RFP is included in this packet). In the preparation of the RFQ and RFP the Task Group invited a number of experienced SIC "tech" volunteers (including Jordan Young, Scott Anderson and Scottie Stewart) to provide their edits and suggestions. Six vendors responded to the RFQ and they have now received the RFP with proposals due back to SIC no later than 5:00 p.m. on Thursday, February 2nd. Phone interviews will be conducted from February 6-17. From this process three vendors will be selected for onsite interviews that will take place between February 27 – March 16. The six vendors who responded are The Atom Group (offices in Portsmouth and Chicago), ISG Data Base Development (woman-owned business in Woburn MA), Softtrack (located in Falmouth ME), BlackBaud (Charleston SC), Tessitura Network (a non-profit vendor located in Dallas TX), and Sustain Software (Scarborough ME). A summary report of interviews will be presented in time for the March board meeting along with recommendations.

2. Facilities: The SIC facilities will be kept in a steady state to keep Star Island safe, well maintained, structurally sound, and up to date with 21st Century standards consistent with the Corporation's values and mission.

- With the Facilities Superintendent, reorganized our efforts to support long-range planning for alternative energy on Star Island; sought for and received a phased proposal from the Island Institute (included with this packet); supported the FS in his efforts to maximize SIC volunteers to provide much needed additional information for this process; have identified funds within the capital budget for 2012 to do this work, without endangering any critical projects (deferring some work until spring of 2013); see detailed memo from the FS at the end of this report which outlines all the efforts underway to support this project.
- The office is still operating in the midst of a construction zone until the first of the March; the project involves work in all the offices, as well as the main building, and must be coordinated with office work; parking at the office for visitors and volunteers has become very difficult, and we are directing everyone to spaces in the city surface metered lot across the street.
- Continued reviewing and supporting the efforts of the General Island Manager and the Facilities Superintendent to file all necessary environmental and regulatory paperwork with the various local, state, and federal agencies for the end of the season; a updated comprehensive "docket" notebook has been developed that includes all the regulatory reporting deadlines and information on the filing system (thanks to Joe Watts).

3. Governance: The SIC will be an effectively governed, well managed organization positioned to deliver maximum value to its members and stakeholders consistent with the Corporation's values and mission.

- Continued planning with Board President on specific issues.
- Monitoring various board committees through the minutes process; working on insuring follow up by key staff on issues; also have begun process of sharing the new Preamble to committee charges with operating committees; a number of committees have been meeting throughout the fall.
- Continue to work with the Chair of the Committee on Appointments to update the rosters on departures, appointments, and needs of the various committees.
- Continued to provide personal staffing support on various board related legal matters.
- Continue to provide staffing support to the Outreach and Engagement Committee; the committee has had two productive meetings, and will be meeting next after the Chairs and Registrars winter meeting to discuss any issues which emerge in that forum.

4. Human Resources: The SIC will develop, train and maintain effective human resources consistent with the Corporation's values and mission.

- Pleased to announce that the 2012 Pel Application page went live on our website on December 5th; to date we have received 142 applications (the deadline is 1/20/2012); the HR Director continues to answer a number of "tweets" and emails with questions; we are

following the same successful communications plan that was employed in 2010-2011 during the hiring process.

- Received confirmation that SIC was approved to offer an internship in facilities management for Ferris State University seniors; the intern will work for the Facilities Superintendent for the summer, and will receive room, board, and a modest stipend for their work.
- Participated in extensive review of current staffing including workshop process to more closely define work loads both during the season and in the off-season periods; the results of the workshops will be integrated into the planning process.
- Continued working closely with HR Director on various personnel issues and policies.
- Observed the implementation of the 2011 evaluations process for year-round staff as managed by the HR Director; accepted the self-evaluations and colleague evaluations for senior staff; will be meeting with them in the next two weeks to discuss 2011, and personal professional development plans for 2012;
- Will be implementing a communications plan to disseminate the new Safe Place Policy to our constituent groups that is in process in the Personnel Committee.

5. Community Building Goal: Support a sense of community that serves conferences and conferees and inspires them to support initiatives for the well-being of the entire community consistent with the Corporation's values and mission.

- Met with Tom Smurzynski, new President of the ISA-UU, to discuss items of mutual interest, including the operations of the Shops on Star and support for retailing at various Star Island events.
- Working closely with the staff marketing team, outlined the details of the plans to market the 2012 conferences; have already supported work with a number of conference leaders on specific materials; developed a "launch" plan for the Blue Book that models the announcements of major "season offerings" in other venues to achieve maximum free coverage of the 2012 Star Island season.
- Reviewed the final results of the survey (amazing return percentage!) with the O&E Committee; will be using their feedback to identify key findings to share with the Star Island community in the next two weeks; so much good information to use for marketing the conferences.

6. Outreach and Engagement Goal: The Star Island Corporation will proactively reach out to attract new populations to the Island and to engage all in ways that bring them back each year consistent with the Corporation's values and mission.

- Continued to provide leadership in marketing activities; working with staff and volunteers, and staffing the Outreach and Engagement Committee, chaired by Ann Beattie.
- Will be meeting with the leadership of the Portsmouth Athenaeum to discuss matters of mutual interest, including the possibility of sharing resources.
- Continue to identify volunteers to engage in active representation of Star Island at various Seacoast events and with organizations in the region.

- Will be utilizing the “within 50 miles” segment of the database households for marketing for personal retreats; have also received confirmation from ISSCO that we can use their regional database of names and addresses for promotion of conferences and personal retreats; will be working with ISSCo on other joint marketing efforts, such as the regional “tourist guide map” which now includes not only ISSCo, but a small inset with Star Island!

Finally, I want to thank all the members of the larger Star Island community for their support and kind words as my family deals with my father’s critical illness; the ability to head to Seattle on a moment’s notice, knowing that the great team we have here is carrying on, is such solace. I also want to thank Russ Peterson and the Board for their support and help...as we know at Star, family is really, truly everything...

Vicky

Victoria Hardy, CFM, CFMJ,
Chief Executive Officer

Memo re: Alternative Energy planning for 2012

Vicky,

This is a follow up to your inquiry from earlier in December about creative ways to finance the alternative energy study, and other ways to get the solar project moving ahead while we continue to seek funding for the larger ten year Island Institute alternative energy proposal.

Because of the holidays and your attention to your father’s medical issues we have not had a chance to get caught up on what has been happening. But a lot has been going on.

As you may recall, at Suzanne (Pude) MacDonald’s invitation I attended the Island Institute Alternative Energy Conference in November in Rockland. This all day event was very helpful, and gave me a chance to talk with Suzanne about the issues surrounding our project, her proposal, funding progress, and the excitement that we all feel about moving ahead with a project. Suzanne shares our enthusiasm for getting a project going on Star, and we agreed to work creatively to get it moving.

The conference was also a great opportunity to meet with a number of electricity operations people from some Maine islands (Matinicus, Monhegan, Swan’s Island, Vinalhaven, Isle au Haut). This was really useful, and I developed some good contacts for advice on a variety of island management issues. It shows how much benefit we will get from our involvement with the Island Institute.

And after talking with these island power people (with systems and experiences very much like ours), reviewing our 2008 energy audit, and speaking with our own Dick Case, I have come to the conclusion that we need more information about our energy use before we can make an informed decision about the solar project. Specifically, we don’t know enough about our average loads and peak loads during the critical summer season. Nor do we have sufficient data on where the power is actually used, the breakdown between waste treatment, reverse osmosis, lighting, kitchen, etc.

This information is critical to sizing the solar array and the battery capacity. I have a suspicion that we may be overstating our demand (which is not the same as how many Kw our current generators can produce, for a lot of reasons), which could lead to installation of a larger array than we really require (where we could discover that it might have been better to invest in a larger battery bank instead of more panels, for example). I think we should use the 2012 season to carefully track our demand and refine the

2008 study. This information would drive a more precise understanding of the number of panels we need and the optimum size of the battery bank, and allow us to move ahead to a long term commitment with greater confidence.

I am working on a timeline for the project which could lead to final design at the end of 2012, and installation in early 2013.

I have also been in touch with Dick Case about convening a committee to assist with the analysis, system sizing and the preparation of an RFP for potential energy partners. Dick has started the process and will have it on the agenda of the upcoming SFPC meeting. The idea is to have participation of members of SFPC and Property Standards Committee.

I have completed a draft of an RFP for a PPA energy partner which can be the start of a conversation with review by Dick's committee and Island Institute.

I have also been compiling a list of potential PPA providers. The more research I do, the more firms I find that are in this business. It is really a well-established method for public and non-profit funding of energy projects, alternative and conventional. In other words, we would not be breaking any new ground if we utilized this type of model to finance our project (with OPM).

I was struggling with how to acquire the additional energy audit data (it isn't a major part of the Island Institute proposal to the degree I think we require). Dick Case informed me last week that he will be retiring soon from his day job, and is interested and willing to devote time this summer to gather this information. He seems quite excited about it. This would enable us to provide this data to energy partners in time to receive final proposals for an early 2013 installation.

I wrote to Suzanne before Christmas to discuss some options which would allow us to move forward on a solar project utilizing I.I. as consultant to assist with reviewing the RFP, assisting with selection of energy partner and assistance with final contract formulation. This work was anticipated as part of the original proposal they submitted to us.

Suzanne emailed me last week to say that she is looking at her proposal with an eye to breaking it into phases, so that we could benefit from Island Institute input on this aspect of our alternative energy program, to be conducted in advance of funding for the whole proposal. She will get back to me next week with details on an amended proposal to reflect this option.

As you suggested, I'll be looking around in the budget for funds to cover the initial phase of the Island Institute proposal. I think the rest of what we need to do in the near term can be handled by staff and volunteers. Thanks for your enthusiasm for this project. I'll keep you posted as I learn more.

Jack Farrell